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**ASSESSING THE STANDARD OF SERVICES OFFERED IN SMALL AND
MEDIUM SIZE HOTELS IN TANZANIA:THE CASE OF ARUSHA
MUNICIPALITY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR MASTER'S DEGREE OF TOURISM MANAGEMENT
AND PLANNING OF THE OPEN UNIVERSITY OF TANZANIA**

2015

CERTIFICATION

The undersigned certifies that has read and hereby recommend for acceptance by The Open University of Tanzania a thesis entitled: ***“Assessing the Standard of Services Offered in Small And Medium Size Hotels in Tanzania: The Case of Arusha Municipality”*** in fulfilment of the requirements for the Master’s Degree of Tourism Management and Planning of The Open University of Tanzania.

.....

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.....

Date

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DECLARATION

I, **Baraka Ernest**, do hereby declare that this work is a result of my own effort and has never been submitted for any award in any University.

.....

Signature

.....

Date

DEDICATION

This work is dedicated to my beloved mother Seeba Vangaeli Pallangyo, my relative Joel Ernest and Fadhila Ernest, my close friend, Elihuruma Nko, Elisa Jero, Mirium Sokko, Mr. and Mrs. Joseph Mremi and Joachium Lekule whose patience and support inspired this undertaking. They were there for me financially, physically and psychologically throughout this exercise.

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God bless you all!

ABSTRACT

The expansion of hotel industry in Tanzania has stimulated the growth of Tourism industry in the country due to increase of availability and variety of accommodation, food, drinks and other services. Together with this expansion the small and medium size hotels do not meet the standard of services which cater for the needs of guests. Customers have complained that the standard of services offered in small and medium size hotels are of low standards. Thus the purpose of this study was to assess the standard of services offered in small and medium size hotels in Arusha, in Tanzania. The study design was a survey research design. The sample size included 120 international guests, 30 internal guests, 36 hotel employees and 9 hotel managers. Simple randomly, systematic and purposive sampling methods were used. Data collection instruments were questionnaires, interview and focus group discussion. The Data were analyzed by Statistics Packages for Social Science (SPSS version 16.0) and explained in descriptive statistics, the emerged themes was used. The findings revealed that unqualified staff, poor management, high running costs, shortage of power and water supply are reasons for low standard of services offered in small and medium size hotels. Furthermore employee training, team work, availability of equipment and tools, attending clients problems are ways of meeting the standard of services needed by guests. This study recommend that quality assurance for accommodation and catering standards should be established, also there should be established hotel school curricular which cover current skills and needs for hotel industry and knowing guests requirements before designing standard of service to be offered.

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LIST OF ABBREVIATIONS

AH	America Hotel
AL	Association Lodging
COSTA	Copyright Society of Tanzania
GDP	Gross Domestic Product
IS	International standard
MNRT	Ministry of Natural Resources and Tourism
SERVQUAL	Service Quality
SMSHs	Small and Medium Size Hotels
SPSS	Statistical Package for Social Sciences
URT	United Republic of Tanzania

CHAPTER ONE

1.0 INTRODUCTION

1.1 Introduction

Tourism destinations are traditionally dominated by small and medium sized hotels (Swarbrooke and Horner, 2001). These hotels provide a range of products such as accommodation, catering, transformation, and attractions activities (Mbise, 2009). Indeed, small and medium sized hotels bring a variety of benefits for destinations by providing tourists with the local character. Also, small and medium sized tourism accommodation establishments dominate the market, and play an important role to national GDP and to tourism employment. These hotels provide a diverse range of tourism products and services. Besides that, it facilitates infusion of tourism spending into local economies. In Arusha Municipality, tourism is the most important sector within the service industry, both by the number of people employed and by its far-reaching effects on the social and economic development of the region.

Therefore, small and medium hotels play an important role in accommodating tourists arriving from various parts of the world. In terms of definition small and medium hotels in East Africa are classified according to size which is also known as common classification. By this definition therefore, small hotels are hotels which encompass full-service properties, apartment hotels as well as ecolodges and other niche accommodations with 4 to 25 rooms while medium hotels are with 26-99 rooms (Clayton *et al.* 2012, and Ramsey J, 2015). As a tourist destination in Tanzania, Arusha which is in northern tourist circuit is endowed with many tourist attractions. Such attractions include; Lake Manyara national park, Arusha national park, Tarangire national park, Ngorongoro conservation and various cultural attractions

(MNRT, 1999). Based on this fact, many tourists visit this destination as indicated in Table 1.1.

Table 1.1 International Visitor Arrivals by Regions, 2011-2012

Region	2011	2012	Growth (%)
America	95,503	103,064	7.9
Africa	445,750	488,745	9.6
Europe	249,910	330,207	32.1
Middle East	15,281	21,348	39.7
Asia and the Pacific	61,550	133,694 1	17.2
Total	867,994	1,077,058	24.1

Source: MNRT report (2012)

Among the key components of facilitating tourist business is availability of quality services offered by small and medium size hotels. The availability of quality hotel services in one way or the other is likely to increase the number of guests who are using the facilities offered by these hotels. Despite the fact that, the quality of services offered in small and medium size hotels is hard to measure and analyze in a meaningful way, however, its outcomes can give us a real picture of either the services offered are in quality standard which is needed to cater for guests needs and demands or not. One of the possible methods to measure the quality of services offered is by looking at the number of visitors who are using services provided in small and medium size hotels with the view of customer retention.

1.2 Statement of the Problem

Small and medium size hotels provide various services to the tourists who visit Arusha. The services include accommodation services, food and beverage services concierge and other services, which cater for the need of visitors. Despite the status

of the tourism industry as one of the most significant pillars of the overall economic development in Arusha and Tanzania at large, within the literature of hospitality and tourism, there is a conspicuous paucity of research into the quality of services provided by small and medium sized hotels in Arusha. MNRT report, (2012) asserts that visitors complained about the quality of services rendered to them, particularly in hotels. Mbise (2012) conducted a study on the quality of service standard and related factors in tourist hotel. The results show that hotel products are one of the most components to evaluate service quality. Kagongo et al (2013) looked at the effect of customer satisfaction on performance of the hotel industry.

The results suggest that excellent service in hotels pursuit customer satisfaction and customer appreciation. Sharma et al (2007) looked at the geographical distribution of small hotels in the country. The results show that, the development policies, and business environment are factors which affect economic contribution and performance of small hotels. Based on the literature review, there is no comprehensive study dedicated to the assessment of the standard of services offered in small and medium size hotels in Arusha. Therefore, this study focused on assessing the level of services offered by small and medium sized hotels in Arusha municipality. This is based on the fact that Arusha is a hub of tourism industry which its survival largely depends on the availability of quality services offered by small and medium sized hotels.

1.3 General Objectives

The main objective of the study was to assess the level of services offered in small and medium sized hotels in Arusha.

1.3.1 Specific Objectives

The specific objectives were:

- i. To identify services provided in small and medium size hotels.
- ii. To examine the standard of services provided in small and medium size hotels towards customer satisfaction.
- iii. To identify challenges facing small and medium size hotels in provision of quality services.

1.4 Research Questions

Based on the above objectives, the study addressed the following questions:

- i. What are services provided in small and medium size hotels?
- ii. Examine the standard of services offered by small and medium size hotels?
- iii. What are challenges facing small and medium size hotels in provision of quality services?

1.5 Scope and Limitation of the Study

The study was conducted in Arusha and was limited to small and medium sized hotels. It could have been better to involve other medium sized hotels in other tourist destinations centers such as Serengeti, Mikumi, Mwanza, Kigoma, Iringa and Katavi.

However, it is expected the results of this study will reflect a fair picture which will not differ much with other small and medium sized hotels in other parts of Tanzania.

Besides, some of the small and medium sized hotels employees were not competent in English language as Swahili. Therefore, the questionnaire translated to Swahili.

Another limitation which the researcher faced was the problem on data collection.

Some of respondents could not respond well to the questionnaires. Also in the process of data collection most of managers were not cooperative enough to give detailed

information because they were busy as the data collected during high season of tourism hence managers denies to be interviewed, this barred the researcher to administer questionnaires to the guests who were accommodated in their hotels. To overcome this barrier, the researcher visited trip advisor website to see what visitors commented about services offered in these hotels.

1.6 Significance of the Study

As pointed out earlier, small and medium sized hotels if well managed, can contribute greatly to national GDP and employment. In fact, it is one of the tools to eradicate poverty and improve the wellbeing of people in the Arusha Municipality and a country as a whole. The findings of this study, therefore, could help decision makers in Arusha and Tanzania in general, especially to those dealing with tourism industry. The findings will influence policy makers to develop strategies guiding the quality, standard, of services offered by small and medium size hotels in order to have value for money for tourists. The results of the study can be used as a baseline of information for future researchers in the same field of tourism.

The knowledge obtained from this research will help those who are working in small and medium size hotels and other stakeholders to improve the level of services they provided to the clients to meet their expected standard and satisfaction. Also, the study has the potential of raising awareness among Tanzanians on the role of small and medium sized hotels on supporting the municipality in terms of employment and income accrued from these hotels. Lastly, this study can also benefit all those interested in undertaking similar studies in the context of other municipalities because some methods and approaches evolved and employed by the

researcher could help them to conduct further studies of a similar nature. And it could be used as a spring board for further research in the area of small and medium sized hotels in other municipalities in Tanzania.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

In this chapter the following aspects are explained, the meaning and definitions of key terms and concept, views of different authors on the quality of services offered by small and medium size hotels. It provides critical overview of the existing researched work and academic appropriate to the linkages standard of services and quality of services offered.

2.2 Definitions of Keywords and Concept

2.2.1 Definitions of Hotel

According to Mackenzie and Chan (2009) a hotel is an establishment held out by the proprietors as offering sleeping accommodation to any person, who is able and willing to pay a reasonable sum for the services and facilities provided. A hotel is a commercial establishment providing lodging, meals, and other services to the guest. In general to be called a hotel, an establishment must have a minimum of six letting bedrooms, at least three of which must have attached (ensuite), private bathroom facilities (Free encyclopedia, 2009). According to (Pyre, 1989) a hotel is commercial establishment providing lodging for the public and offer meals and entertainments.

2.2.2 Definition of Service

Kettle and Keller (2006:374) define services as intangible, inseparable, variable and perishable products. As a result they normally require more quality control, supper credibility and adoption and adaptability. Examples include haircuts, legal advice and appliance repairs. Services are economic activities offered by one part to another,

most commonly employing time-based performance to bring about desired results in recipients themselves or in object or other assets of which purchases have responsibility. In exchange for their money, time and effort, service customers expect to obtain values from access to goods, labour, professional skills, facilities, networks and systems; but they do not take ownership of any physical elements involved (Lovelock and Wirtz, 2007:15).

2.2.3 Customer Services

A customer service is the commitment to providing added services to external and internal customers, including attitude knowledge, technical support and quality of service in timely manner (Macha L., and Tonya E., 2010)

2.2.4 Small and Medium Size Hotels

East Africa classifications of hotel according to size which is also known as common classification defined small hotels are hotels with 4 to 25 rooms while medium hotels are with 26-99 rooms (Clayton *et al.*, 2012). Hong Kong hotels classification are categorized according to location, function, marketing segment, and distinctiveness of property, price, staff, room ration, size rating and grading. According to size, hotels are categorized into small, medium and large. Small and medium size hotels are ones which provide accommodation and other services required to cater for the needs of customers which its rooms are under 150 for small and 151 to 300 for medium while large hotels range between 301 to 600 (Chan, 2009). AH and LA traditional hotel classification according to size defined small hotels as hotels with less than 100 room and medium size hotels are hotels with 100 to 300 rooms (Vallen and Vallen, 2010).

2.3 Theoretical Literature Review

Tourism researchers have used different perspectives and models to examine tourist satisfaction including expectancy-disconfirmation, assimilation or cognitive dissonance, contrast, assimilation-contrast, equity, attribution, comparison, generalized negativity, and value percept (Oh and Parks, 1997). Among the models used is the SERVQUAL scale, the SERVQUAL represents service quality as the discrepancy between a customer's expectations for a service offering and the customer's perceptions of the service received, requiring respondents to answer questions about both their expectations and their perceptions (Parasuraman *et al.* 1988). The use of perceived as opposed to actual service received makes the SERVQUAL measure an attitude measure that is related to, but not the same as, satisfaction (*ibid.*).

Parasuraman *et al.* (1991), present some revisions to the original SERVQUAL measure to remedy problems with high means and standard deviations found on some questions and to obtain a direct measure of the importance of each construct to the customer. Kettinger and Lee (1994) and Pitt *et al.* (1995) were among the early adapters of SERVQUAL to the IS context. Their work sought to use SERVQUAL to measure the service quality of the IS function. Since this time concerns have been raised regarding the suitability of SERVQUAL to the IS context (Kettinger and Lee, 1997; Pitt *et al.*, 1997; Carr, 2002; Van Dyke *et al.* 1999). SERVQUAL has been widely used to evaluate tourist satisfaction with hotels (Nash, Thyne, and Davies, 2005; Saleh and Ryan, 1991). However, similar to this approach Knuston *et al.* (1991) created a lodging-specific instrument called LODGSERV to measure tourists' expectations of service quality in hotel sector, though it was not as popular as

SERVQUAL among the hospitality and tourism researchers (Ekinci, Riley and Fife-Schaw, 1998; Susskind and Chan, 2000). Using the SERVQUAL instrument tourist satisfaction was also examined in the restaurant settings (Johns and Tyas, 1996; Lee and Hing, 1995). Following the structure of SERVQUAL Stevens, Knutson, and Patton (1995) created a restaurant-specific instrument called DINESERV and Raajpoot (2002) developed a model called TANGSERV to measure the level of restaurant atmosphere and employee service. However, Asubonteng, McCleary, and Swan (1996) concluded that “Until a better but equally simple model emerges, SERVQUAL will predominate as a service quality measure”

2.3.1 Customer Satisfaction

Customer satisfaction is an essential indicator of an organization's past, present, and future performance and as such, has long been a critical focus among marketing scholars and practitioners (Oliver, 1999). Understanding customer satisfaction has become vital to marketers since it often serves as a key driver of repeat purchase behaviour (Wells and Prensky, 1996). It is evident that higher customer satisfaction results in higher than normal market share growth, the ability to charge a higher price, improved customer loyalty with a strong link to increased profitability, and reduced transaction costs (Fornell, 1992). On the other hand, measurement of service quality allows comparing before and after changes, identifying the quality-related problems, and establishing clear standards for service delivery. It is claimed that high service quality enhances customer satisfaction, increases market share, and enhances profitability of organizations (Hoffman and Bateson, 1997).

2.3.2 The Managers and Hotel Guest's Perception of Service Quality

This section will include how management designs the service quality to suit guests and how guests perceive the service from an organization. The discussion will also focus on how the management can achieve to offer quality service and model used in measuring the service quality.

2.3.3 Designing Service Quality in the Hotel

Designing the service quality package poses a big challenge to the hotel managers; this is because locking in guest requirements is the most important aspects in meeting service quality and hence guest satisfaction. Hotel guests are always dynamic; changes which occur due to economy growth or decline, technology and globalization affect the lifestyle, fashion, as well as customer preference and taste (Kandampully, 2006). These changes have major impact on the service design and delivery.

It is worth noting that these changes have made the hospitality manager to move from offering the tradition products (Food, Drinks and Accommodation) to offering a bundle of other services to fulfill both primary and secondary needs (*ibid.*). The service components makes guests to be loyal to the hospitality firm, thus delivery of superior service becomes a priority for the hospitality firm's success. Therefore, understanding guest's needs and expectations; having correct service delivery plan and evaluation of the market will enable the hospitality firm in designing a service quality package that fulfills guests' expectations (Sigala, 2008).

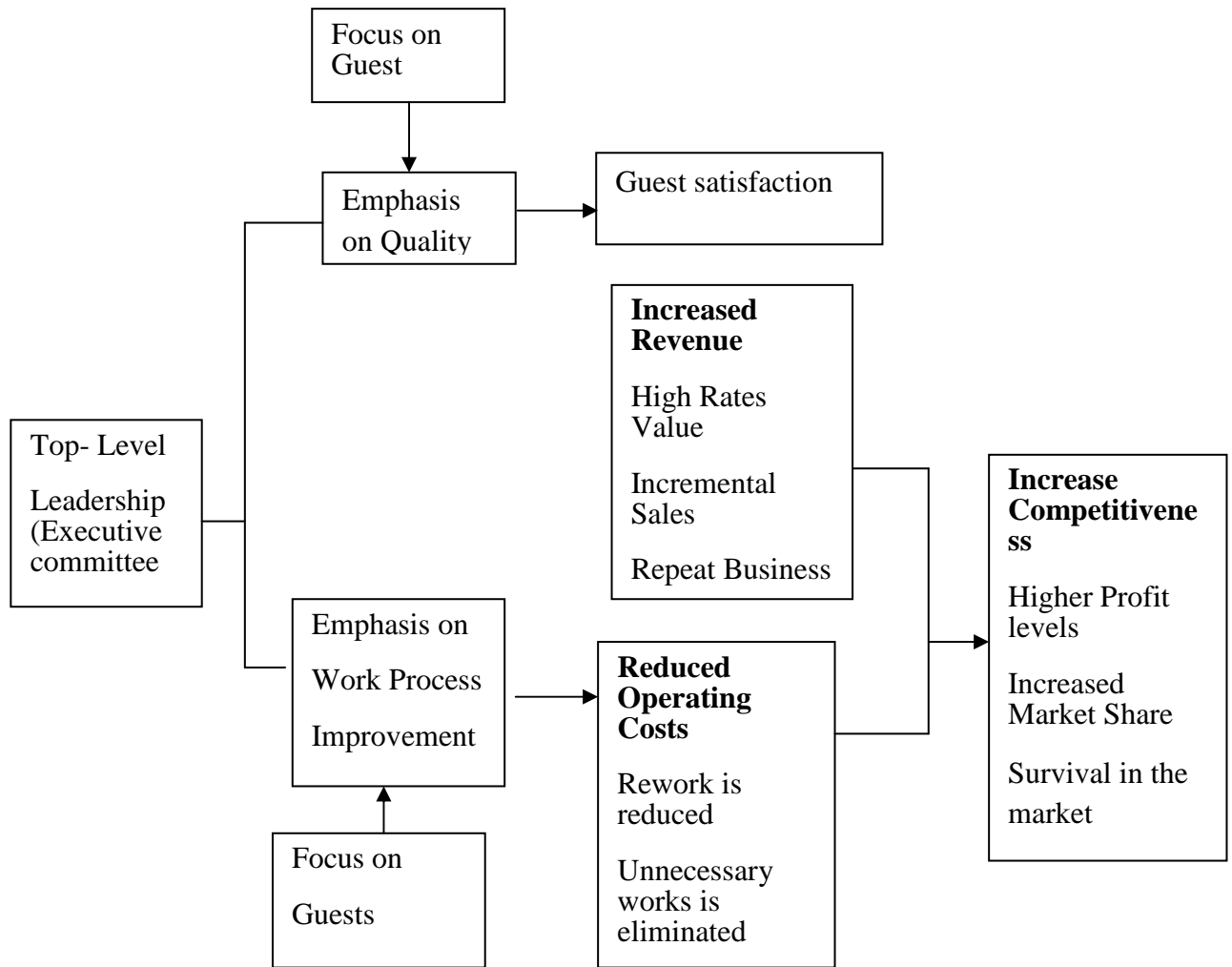


Figure 2.1: Model for Quality Services

Source: Clayton W. Barrows *et al.* (2012)

The model provides an overview of how an emphasis on quality can help a hotel become and remain more competitive. Note the role of top-level leadership as they emphasize the need for quality and process improvement, with focus on guests. Emphasis on quality will yield guest satisfaction that in turn, will increase hotel revenue. The revenue increases as the guest want and will pay for the appropriate level of services. They will see the value in higher room rate because they are willing to pay for products and services that meet their requirements. In additional sales will

occur during their visits. Other increase in revenue will result from returning guests and increased guest base generated from positive word of mouth advertising provided by guest who are pleased with their hospitality experience.

2.3.4 Guests' Perception of Service Quality of an Organization

For the firm to provide quality service, it is important to understand the way guests assess the service quality, parameter use in their assessment and the way quality can be conceptualized. There are various models proposed by researchers; these models have similarities to each other (Kandampully, 2007). As far as perception is concerned measuring service quality depends much on the subjective manner and what is best to one individual doesn't guarantee that another individual will accept that evaluation; thus making assessment being quite personal and relative. Sasser *et al.* (1978), identify three dimensions in which guests assess the service conformance which include material (e.g. food in the restaurant); facilities that compliment the core offering such as comfortable seating in restaurant and personnel such as friendly and pleasant bellboy.

The variation of views in explaining the way guests assess the service quality includes; Grönroos (1982); Parasuraman *et al.* (1985, 1988); and Brady and Cronin (2001) and others which cannot be exhausted by this study. Grönroos (1982) identified two dimensions which guests use in assessing the service quality; his suggestion was based on the fact that service quality is a combination of technical quality such as room and bed in a hotel and functional quality which includes appearance of the hotel receptionist and waiter. Later he incorporated the aspect of corporate image in Grönroos (1984); the main argument was a guest perceives service

quality of the firm from the technical and functional quality and this is influenced by corporate image. Furthermore, they pointed out that this is reinforced by organizational advertising and public relation.

2.3.5 Measuring Service Quality and SERVQUAL Model

From the literature it has been established that, guests evaluate the quality of service offered by an organization. For the service organization to get feed-back from the guest on extent of service excellence, it is vital to understand how to measure the perceived service quality by guests. However, before measuring the service quality, it is meaningful to define the service quality both in scholars' perspective and in the context of this study. Service quality has been defined as a gap between the guest expectation and the guest perception of service received (Parasuraman *et al.*, 1985). The same scholars in their research in 1988 redefined service quality as global judgment or attitude related to the overall excellence or superiority of the service. The term judgment used in this definition refers to perception of the guests against his or her expectation (Nadir and Hussein, 2005). This study has defined the service quality as a level at which guests' expectations match with actual service quality received by guests from the hotel.

The measurement of perceived service quality has been widely studied by Parasuraman, Zeithaml and Berry. They came up with the tool called SERVQUAL for evaluating a guest assessment of service quality (Kandampully, 2007). This model has extensively been used in various studies (Gabbie and O'Neill, (1997); Tsang and Qui, (2000); Gržinić, (2007); Bagherian., (2007); Wadawi, (2008) and others). This indicates that the model is well accepted within the field, hence to be applied in this

study. Parasuraman *et al.* (1985) define service quality through ten attributes which they sum up to five (Parasuraman *et al.*, 1988). These are; tangibles; physical facilities, equipment, and appearance of personnel, reliability; ability to provide the desired service dependably, accurately and consistently. Others are responsiveness; willingness to provide prompt service and help customers, assurance; knowledge, competences, ability to convey trust, confidence and credibility, empathy; provision of caring, individualized attention.

Though SERQUAL model is popular in many studies, there are criticisms in using it to measure service quality (Grönroos, 2002; Kandampully, 2007). These criticisms are based on the fact that some guests have difficulty in differentiating scale items; and it is sometimes impractical to ask guests about their expectations before consumption and immediately after consumption to ask them about perceptions. Notwithstanding, the tool is still widely accepted in conducting empirical studies in the area of measuring the service quality (Fisk *et al.*, 1993), hence to be adapted in this study.

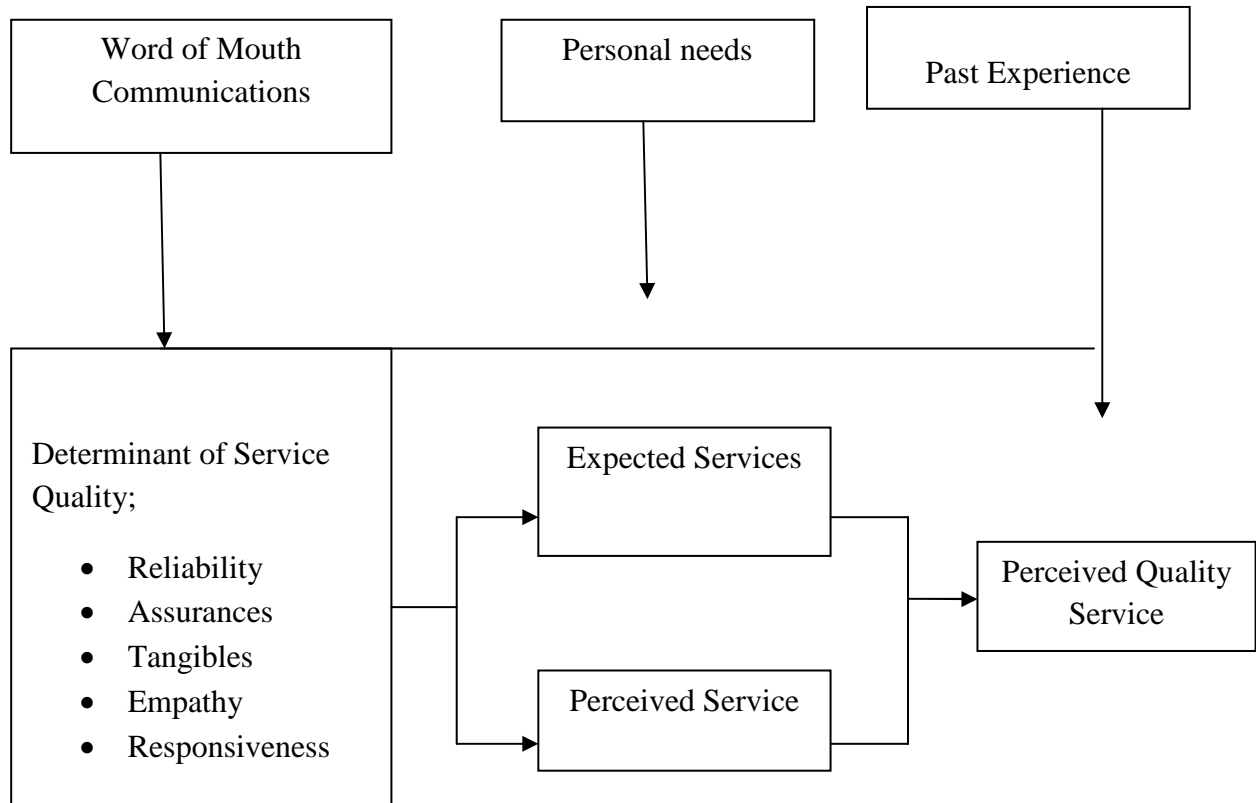


Figure 2.2: SERVQUAL model

Source: Adopted from Parasuraman (1985)

2.3 Empirical Literature Review

Empirical studies in many service organization are intended to seek new ways to acquire, retain and increase business, since the cost of losing customer is rising. Service organizations such as hotels need to put in place competitiveness and thus retain customers. Once demand is created, a hotel needs to manage this demand as well as capacity to deliver, this is direct links between level of services offered links between level of services offered by service organization and its quality services offered (Petzer *et al.*,2008). Quality is so closely entwined with more measurable outcomes in service provision that it becomes very difficult to isolate any one

influence on productivity. The intangibility of services, and therefore the importance of psychological outcomes (e.g comfort and pleasure) in the process of quality creation, represents major challenges in measuring and understanding service sector productivity in general, and in the small and medium size hotels particularly. (Gummesson,1998; Husan and Kerr, 2003;Johnston and Jones, 2004). Cited by New Zealand Tourism Research Institute Measuring level of services in hospitality is acknowledged to be particularly difficult. (Atkison and Brown, 2001; David Grabski and Kasavana, 1996) found nine different measurements of productivity alone in their chain survey of hotel chain bench-marking.

Most food services contracted companies use sales per hour to express level of services or productivity (Clark, 1997a), but according to Reynolds, do not measure cost of food sales, which he views as a ‘good measure of labour productivity, but not an operational performance (1998: 25).However both interviews and survey show that managers view customer satisfaction and loyalty rate as the most important factors to use in assessing level of services offered by small and medium size hotel, others were meeting budget, cover per staff and revenue volume. According to them there are factors which impact on productivity, these factors are also termed as factors which influence provision of high level services/ quality services; these include contented staff, management capability, internal communication and employee motivation.

2.4 Conceptual Literature Review

There are two interlinked matters that constitute the conceptual framework. One is Indicators of quality services and factors for quality services. According to the model below, customer satisfaction and loyalty rate are the important indicators to use in

assessing level of services. Meeting budget, revenue, costing and balancing are also used to measure the level of services offered by small and medium size hotels. It is important to establish the different positioning criteria along which service offerings can be positioned. These criteria include measurement of customer satisfaction ranged from sophisticated feedback forms (Larger accommodation based on operations) through to simple observation of client behaviour response and tipping (smaller operator are going by their “gut-feelings” and a number of regulars that return with friends and new clientele are a critical “measure” of level of services offered. (Aaker and Shansby 1982, cited in Belch & Belch 2004: 52–54; Trout, 1995, cited in Kotler, et al, 2004: 365; Clow and Baack, 2001: 130; Wind 1982, cited in Palmer, 2001: 179–180). Skilled personnel and good managerial are the two factors the management deems to have the most influence towards higher level of services. Not only that, but also internal communication and the employee ability to manage to offer services are factors which lead to quality services.

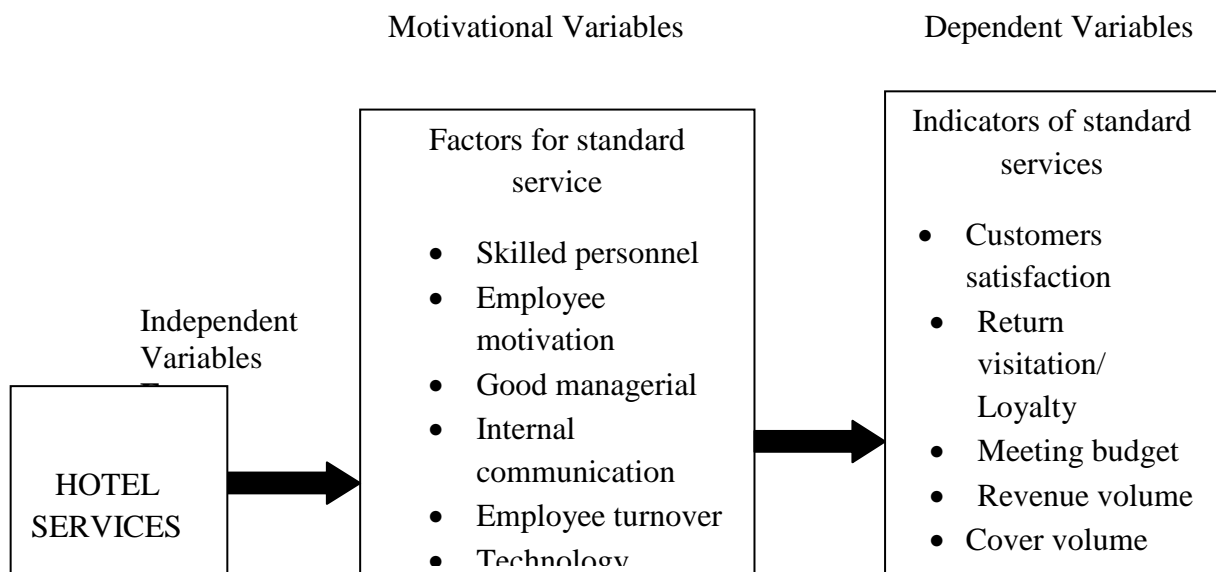


Figure 2.3 Conceptual Frame Work to Show Service Offered by Small and Medium Size Hotels (Source: Developed based on the literature review)

2.5 Research Gap

The review of literature related to this subject matter has established that there is a gap to be filled. In developed countries such as United States of America, Britain, Germany and France researchers have elaborated the quality of services offered by small and medium sized hotels (Rogerson, 2014). The findings show that there are international standards which are settled to monitor the standards of service offered by small and medium size hotels. However, for the case of Tanzania the international standards were not used and there is a void of research on this area. For other hotels, efforts have been made to classify them based on their services but still most of the small and medium size hotels in Tanzania do not meet the standards of services required by guests. Therefore, this study was undertaken to bridge the gap.

CHAPTER THREE

3.0 STUDY AREA AND RESEARCH METHODS

3.1 Introduction

This chapter presents study area, research design, population of the study, sampling techniques and size. It also describes the data collection instruments, data gathering procedures and methods of data analysis and presentation.

3.2 Study Area

The study was conducted in Arusha Municipality which is among the region in the northern circuit with high tourism potential. This potentials call for demand of services offered by small and medium sized hotels. Arusha Municipality was selected because of the prevalence of many small and medium size hotels in the country. These are based on the fact that it is one of the tourist attraction centers in the country where the demand for such hotels is high.

3.2 Research Design

Research design is the conceptual structure which research is conducted (Kothari, 2009). The research design in this study incorporates the way data will be collected, measured and analyzed. This study used survey research design. Survey research design is a design which survey people who had experience with the problem to be studied (Mark Sounder et al, 2009). This design is relevant for assessing standard of services offered in small and medium size hotels. The research design in this study will incorporate the way data will be collected, measured and analyzed. Quantitative data will be collecting using questionnaires when collecting information concerning of standard service from SMSHs employees, internal and international guests.

Qualitative data will be collected by using interview, focus group discussion and observation guide detailed information about standard of service offered in SMSHs will be collected.

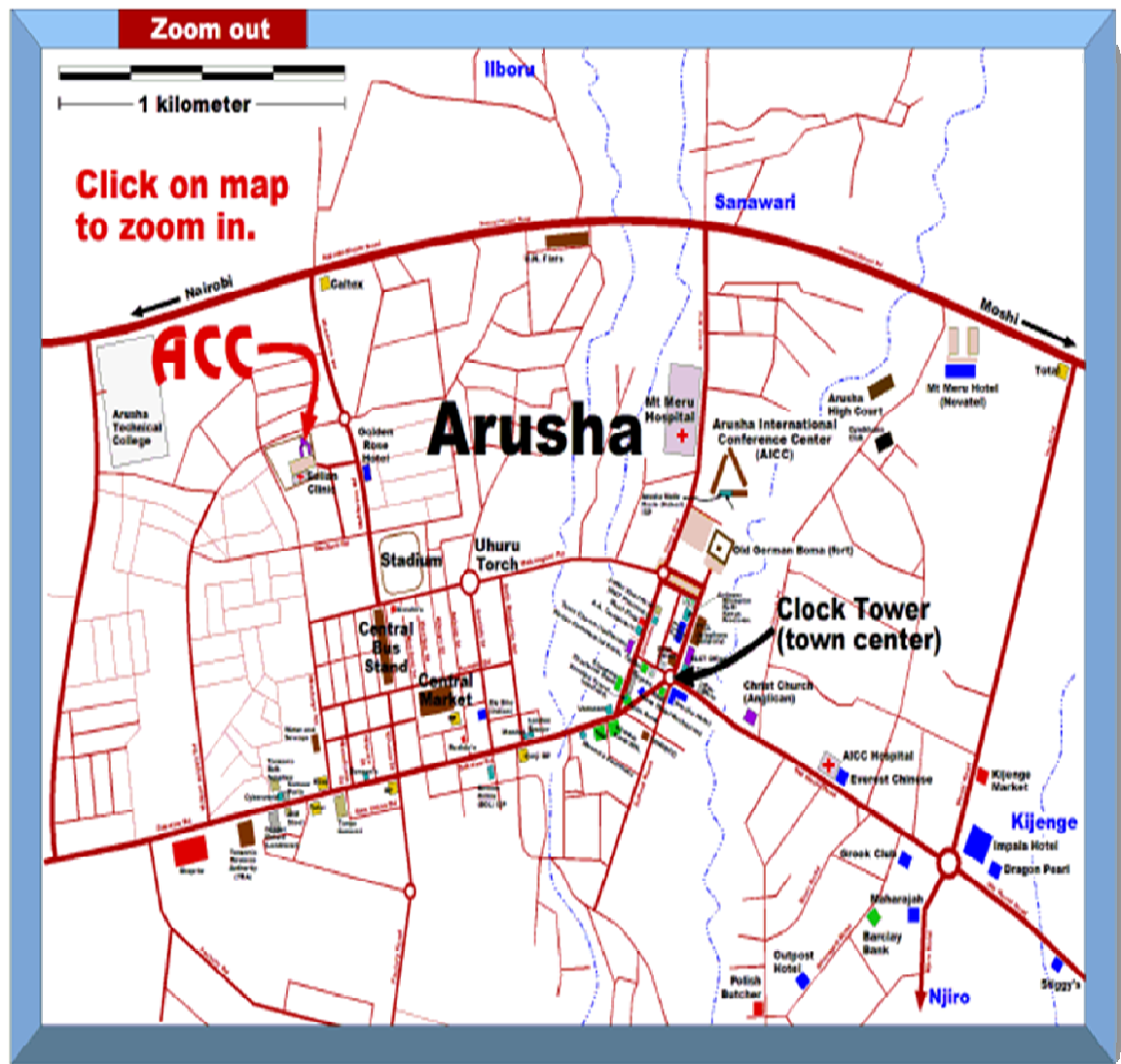


Figure 3.1: The Map of Arusha Municipality Showing the Area of Study

Source: Arusha Municipality Council of Tanzania (2010)

3.4 Research Population

Population can be defined as all items in any field of inquiry constituent (Kothari, 2004). In this study, there are two populations to be considered; the population of international and internal tourists who visited Arusha, owners of small and medium size hotels and service providers. The population of this study comprised of owners, managers, staff and visitors of small and medium sized hotels in Arusha Municipality. Although there are new small and medium sized hotel developments in other parts of Arusha, Arusha municipality was selected because of the availability of many SMSHs and tourism sites, and most of the tourists visiting Arusha undertake tours in this Municipality. The lists of SMSHs operating in Arusha municipality were gathered from various sources, such as the Internet, the tourism authority websites, the pamphlets and business. Respondents in the SMSHs had to meet the following criteria. Firstly, they have international and local guests accommodated in small and medium size hotels in Arusha municipality.

3.5 Target Population

The target population or surveyed population is the collection of subjects in which the sample is drawn (Kothari, 2009). For this study the population included: international and internal guests who visited small and medium size hotels located within Arusha municipality as a survey population.

Table 3.1: Provides the Population of the Study

S/N	Population	Target population
1	International and local guests	International and local guests accommodated in small and medium size hotels in Arusha municipality.
2	All small and medium size hotels in Tanzania, managers of the hotels and staff	Small and medium size hotels in Arusha municipality.

Source: Researcher 2015

International and internal tourists were selected because they are the users of services provided by small and medium sized hotels. While the hotel managers and staff were selected because they are service providers and the survival of their business depends largely on the high level of services they provide to their customers.

3.6 Sample Size and Sampling Procedures

3.6.1 Sample Size

According to Sweeney and Williams (2002) a sample is a small group of respondents drawn from a population that the researcher is interested in obtaining the information. Sample size refers to the number of item to be selected from the sample to constitute a sample (Kothari, 2009). The study focused on 10 small and medium size hotels whereby 120 international arrivals was taken as sample size, 30 internal guests, 10 managers and 60 employees were taken in a sample size.

Table 3.2: Sample Size

S/N	Respondents	Targeted population	Sample size
1	International guests	220	120
2	Internal guests	50	30
3	Employees	100	60
4	Hotel managers	20	10
5	Small and medium size hotels	20	10
	Total	410	230

Source: Researcher's Computations 2015

3.6.2 Sampling Procedures

For this study a total of 230 respondents were involved. These were selected by using random sampling and systematic sampling techniques. Gibson and Brown (2009) states that, purposive sampling describes the process of selecting research participant on the basis of their relevance to the research. The aim is to select possible research participants that may possess unique characteristics, roles, opinions, knowledge, ideas or experiences that may be particularly relevant to the research. The researcher relied on this method because he will use his own judgment to select sample members. It will be applied in selecting hotel owners and managers. The total number of responses analyzed was $n = 230$ SMSHs owners/managers, and employees. It was made clear to the respondents that the purpose of this study was purely for research, and not representing any interests of the government or any other non-government agency. The respondents were also assured that their individual responses will remain confidential and only accessible to the researcher. Simple randomly is probability sampling, it was used to select small and medium size hotels, international and internal arrivals and hotel guests.

3.7 Data Collection Method

Data collection refers to a systematic, focused and orderly collection of data for the purpose of information to solve research problems (Ghauri, 2002). In order to collect required data for this study data were collected from semi structured interviews, focus group discussion, documentary analysis and observations. The methods were used in triangulation which implies that more than one method was used from one setting to collect data to facilitate deeper understanding of the phenomenon under investigation. The triangulation method was used to supplement other methods and avoid deficiency of one method.

3.7.1 Primary Data

According to Kothari (2009) Primary sources of data is comprised of data which are collected afresh from the field and for the first time, and thus happen to be original in character. The data was collected by using standardized questionnaires with both open- and closed-end questions, interview protocols and focus group discussion were administered to internal and international guests, managers of the small and medium sized hotels and staff working in those selected hotels. The information was collected through a prepared questionnaire, focused group discussion and interviews. The rationale for using these methods was to get honest opinions from respondents.

3.7.2 Secondary data

Secondary data on the other hand is defined as data which have already been collected by someone else and which have already passed through statistical process (Kothari, 2009). For this study secondary data was collected through library research and documentary analysis, published and unpublished materials, research reports,

electronic resources, journal articles were used to get a wider perspective on the problem investigated.

3.8 Data Collection Instruments

Data collection is the process of selecting participants and gathering data from these participants (Burns and Grove, 2001). In this study, data was collected by using the following instruments that fulfilled the research objectives.

3.8.1 Semi-Structured Face-To-Face Interviews

Interview is the primary data collection technique for gathering in qualitative methodologies (Cooper and Schindler, 2014). A set of questions were prepared in advance and was administered by the interviewer to the respondents in which case, answers were recorded on a separate sheet. Interview was used to managers and guests. In order to obtain a comprehensive answer to the research questions, in-depth face-to-face interviews were held with owners/managers of SMSHs at their hotel/business premises. The respondents who were involved in the questionnaire survey provided the basis for the sample selection for the interviews.

The interviews were conducted using the interview guide with a combination of open-ended and semi-structured formats. The interview guide questions pertained to their motivations and the factors that drove them to open their own businesses, the impediments that they faced, and critical moments in business operations. To ensure the reliability and validity of the interview guide, a pilot test was performed before data collection. Two hotel owners/managers in Arusha helped to screen the interview guide. All the respondents were very cooperative and open, as the researcher had clearly explained the aims of the research. Each interview lasted, on average, from

about forty-five minutes to one and half hours. During the interviews, detailed notes were taken. This format allowed for certain sequences of questions to be structured to enable comparability (Robson, 2002:103), while allowing for unexpected lines of enquiry (Grix,2004:44). The purpose of the in-depth interviews was to gather information pertaining to the perceptions of the owners and managers of SMSHs, staff and international and internal guests regarding their views on the services provided. The interviews were transcribed and analyzed using a qualitative-phenomenological approach as the qualitative analysis technique. The interview transcripts were read, re-read and re-read again to identify the many themes that emerged from the data. The subsequent coding process was carried out manually assigning key words, grouping codes, highlighting quotes that supported the codes, and then establishing themes from the codes (Ezzy,2002:38). Key themes and patterns emerged from the coding process. Coding was mostly based on a single phrase or significant meaningful statements that generated themes related to the research questions.

The study adopted this method because the researcher was interested in understanding the perception of the interviewees with regard to services provided. By using this method participants shared their own stories in their own words rather than being forced by pre established lines of thinking developed by the researcher. For this study, interviews obtained rich data, as participants were able to air their views without the influence of the researcher.

3.8.2 Questionnaires

According to Kumar (2011:145) a questionnaire is a written list of questions which are recorded by respondents and is administered without the presence of the

researcher. Kothari (2010) recommends this method because of its ability to collect data from large samples and its findings are dependable and reliable as it offers great anonymity. The study used two types of questionnaires which were administered to international and local guests and staff of the selected small and medium hotels in Arusha municipality. The questionnaires combined both open and closed ended questions and were administered by the researcher. The data collected was instrumental in making their recommendations on what should be done to improve the quality of services offered by small and medium sized hotels in Arusha Municipality.

3.8.3 Focus Group Discussion

In addition to interviews, data was also collected through FGD. Focus group is a panel of people typically made up of 6 to 10 participants, led by a trained moderator, who meets for 90 minutes to two hours (Cooper and Schindler, 2014). According to Kumar (2011:160) the FGD is undertaken to explore the perceptions, experiences and understandings of a group of people who have some experience in common with regard to a situation of the event. In FGD broad discussion topics were developed by the researcher. In fact, FGD is a dialogue of individuals that results in an exchange of views and ideas among the group (Rwegoshora, 2014: 173). The method enabled the researcher to probe further the information generated from the respondents to verify information received through questionnaires and interviews. The moderator was trained from the site and two groups each comprised six participants was involved.

Table 3.3: Gender and education qualifications of the FGD respondents

Respondents	Hotel employees			Guests		
Gender	Males	Females		Males	Females	
	3	4		3	2	
Education qualification	Secondary	College	University	Secondary	College	University
	1	4	2	0	3	2
Total	7			5		

Source: Researcher's Computations 2015

The respondents were purposively selected on the basis of their experience in the small and medium sized hotels. The discussions took place in the respective hotels and each session took thirty minutes. In order to abide by the law governing the conduct of FGD the broad research topic was introduced by the moderator followed by the questions intended to stimulate discussion. During the discussion, participants were encouraged to talk freely and the researcher took notes. As Cohen et al. (2000) notes that group interactions allow quality data to emerge. Through FGD staffs in the selected hotels were able to air their views which the researcher recorded so as to cross-check the information collected from other respondents.

3.8.4 Observation Guide

Other method used to collect primary data was observation. According to Kumar (2005), an observation is a purposeful, systematic and selective way of watching and listening to an interaction of phenomenon as it takes place. Morison (1995) recommends this method because it enables the researcher to collect data on physical

human settings. It helped to eliminate issues of subjectivity. In this research, non-participant observation was used to follow and record activities related to level of service offered in small and medium hotels. Participants' observation involved the organized description of events, behaviors in the hotel settings selected for the study. The observations gave the opportunity to the researcher to look and document what is taking place. The researcher had an opportunity to observe the kind of services offered and the attitude of staff. The observation method was used to supplement other methods discussed earlier. A number of observations were in the selected hotels. Aspects involved in observations were staff participation in handling visitors.

3.9 Administration of the Research Instruments

The researcher administered the questionnaires and interviews while the FGD was conducted by the moderators recruited from the sites.

3.10 Data Analysis and Presentation

Data analysis means to organize, provide structure and elicit meaning. According to Rwegoshora (2006) data analysis involves the ordering of data into constituent parts to obtain answers to the research questions. After data collection, the open ended questions in the questionnaire were arranged according to themes as they emerge and analyzed by Statistical Package for Social Scientists (SPSS) version 16.0. This process was followed by creating computer file in which the data were entered. For data collected from interview and FGD was transcribed by reading the field work notes.

3.11 Validity and Reliability

3.11.1 Reliability

This refers to the extent to which data collection technique or techniques would yield consistent findings. In other words, similar observations would be made or conclusions reached by other researcher or where there is transparency in how sense was made from the raw data ensure reliability (Saunders 2007). Research use pre-testing instruments before go to the field. According to Kumar (2012:268) a pre test involves selecting a few questionnaires interview schedules and coding them to ascertain any problem in coding. The aim is to try-out the questionnaire to see how it works and whether changes are necessary before the start of the actual survey. About 10 respondents drawn from small and medium sized hotels, international and national visitors whose characteristics are reasonably similar to the survey population, were involved for a pretest.

The questionnaire is then revised and finalized on the basis of pretest results. Pre-test was used to provide a means of catching and solving unforeseen problems in the use of the questionnaire, such as the phrasing and sequencing of questions. The pre testing of the FGD was conducted in two hotels in Arusha municipality with eight staff. The findings from the pre testing phase were used to revise some research instruments. Some of the issues raised by the group during the pre-testing phase were connected to improvement of the wording of the questionnaire; elimination of unnecessary questions and added necessary ones; and estimate the time needed to conduct the interview.

3.11.2 Validity

To ensure validity of the data, triangulation of methods was used in sampling and effective data collection. Triangulation used in cross-check information collected through interview, questionnaire, observation and focus group discussion. Triangulation helped to demonstrate validity and open up new perspective about the topic under investigation.

3.12 Ethical Considerations

Before the start of the main survey, respondents were informed about the purpose of the study and were assured that the information they provide will remain confidential and will be used for research purpose only. To clear doubt all respondents were shown clearance letter issued by the university. Respondent's participation on the research was done voluntary.

CHAPTER FOUR

4.0 DATA PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the findings of the study. It also analyses and discusses the findings of the study. The findings are analyzed and discussed in the context of the objectives of the study stated in chapter one. Questionnaires were distributed to 210 respondents; a total number of 61 questionnaires were filled and returned. The data from questionnaires were statistically analyzed by statisticians to provide tables, percentages and graphs where possible. The SPSS 16.0 version program was used for analyzing quantitative data while qualitative data were transcribed and arranged as per emerged themes.

4.2 Sample Profile

The population of the small and medium sized hotels in Arusha municipality was 80 and a sample of 20 hotels were selected, 10 hotels (50% of the sample) responded. Small sized hotels constituted 3 of the sample and medium hotels 7. Respondents have been in their current positions for a period between June and August. Participants also indicated their hotels had been in existence from anything between 1 to 10 years.

4.2.1 Gender

This is an important aspect as it provides the way through which males and females work together to accomplish a certain goal to improve their well beings. Gender balance is important because the prosperity of any nation depends much on both sexes. Respondents were asked to indicate their gender. The findings in Table 4.1 provide gender representation of the respondents. Out of 69 respondents males

were 38 (55%) while females were 31(45%). The study ended up with more males than females because in African traditions males are treated as bread earners in the families. However, with efforts made by government the gap is narrowing as in some families the role of women has changed from a house wife to bread earner. This is very important factor in national building. This truism is affirmed by Obama (2015) who said that any nation which fails to employ its women and allow them to maximize their potential is doomed to fall behind the global economy “Barack Obama in Kenya: 'no excuse' for treating women as second-class” (The guardian 25 July 2015)

Table 4.1 Gender of Respondents

Sample	Female	%	Male	%
Hotel managers	1	11.1	7	88.9
Hotel employees	20	55.6	16	44.4
International arrivals	8	40	12	60
Internal arrivals	2	62.5	3	37.5
Total Response	31		38	
%	45		55	

Source: Field research 2015

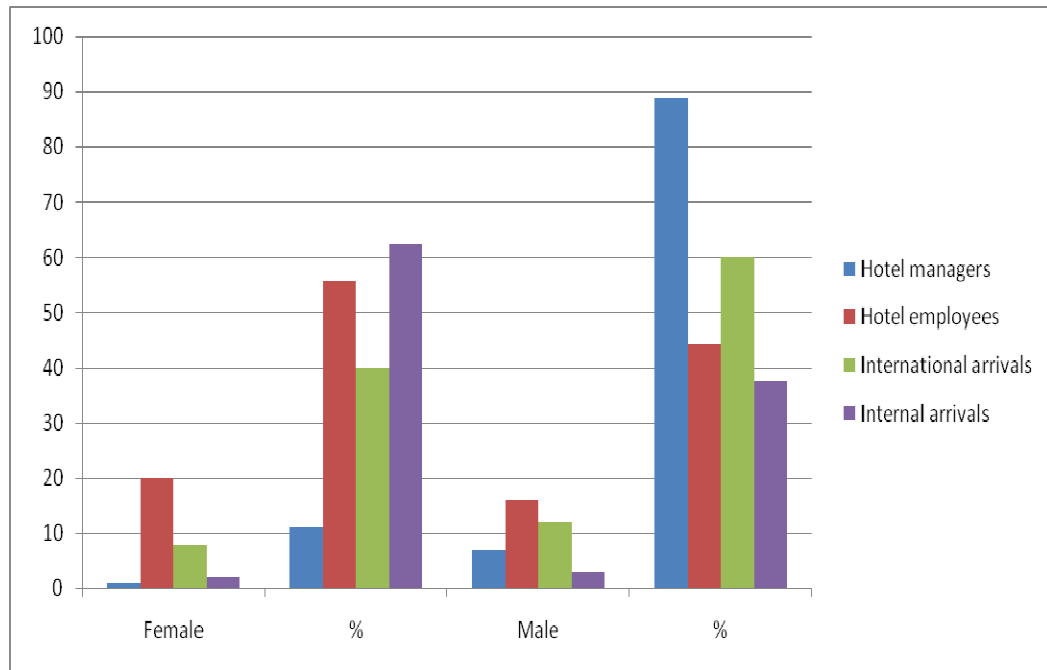


Figure 4.1 Gender of Respondents

4.2. 2 Education Level

In any sector of the economy, education in different levels plays an important factor. As the tourism sector involves interactions with many nationals with different cultural backgrounds education is vital. Respondents were asked to indicate their level of education. The results indicate that 8 (22.2%) had Secondary education, (25) 69.4%, had attained college education and university education (3) 8.3%. The findings indicate that staff engaged in the sector have good level of education which is one of the important conditions of offering quality services in the sector. Although the quality of education attained is not known if it matches with the need of the hotel industry.

Table 4.2 Respondents' Level of Education

Education level	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	8	22.2	22.2	22.2
College	25	69.4	69.4	91.7
University	3	8.3	8.3	100.0
Total	36	100.0	100.0	

Source: Field Research 2015

4.2.3 Working Experience of the Respondents

Working experience provides many benefits to the productivity of employees and the performance of the small hotels. The findings reveal that 27.7% have experience of more than 7 years, 39 have experience of 4- 6 years, 27.7% 1-3 years and 5.5% have less than a year as illustrated in Table 4.3 and Figure 4.3. This implies that most of the respondents have adequate experience in the small and medium sized hotels which is important in increasing productivity.

Table 4.3: Respondents Working Experience

Duration of working	Frequency	Percent	Valid Percent	Cumulative Percent
less than one year	2	5.6	5.6	5.6
1-3year	10	27.8	27.8	33.3
4-6year	14	38.9	38.9	72.2
7 and above	10	27.8	27.8	100.0
Total	36	100.0	100.0	

Source: Researcher (2015)

4.3 Profile of Hotels

4.3.1 Number of Employees

Normally small and medium sized hotels employ staff ranging from 20 to 83(field survey, 2015) depending on the size. In the surveyed hotels for small hotels the numbers of employees range from 20 to 25(field survey, 2015), and medium size hotels it ranges from 60-83(field survey, 2015).

4.3.2 Years of Operation

According to Table 4.4 the nine small and medium hotels responded, 2 hotels have operated for less than 5 year, 5 hotels have already operated for the period between 5-10year and two hotels have operated for more than 10 years. Table 4.5 shows that 78% small and medium size hotels a have operated for more than five years. This enabled researcher to assess the level of services which they offered.

4.3.3 Number of Rooms for SMSHs

According to definitions, small sized is the hotels which have 4-25 rooms while medium hotels are supposed to have 26-99rooms.The survey has had established that small hotels have 18-25 rooms and medium size hotels surveyed have the range from 46-99rooms and one has 120 rooms.

Table 4.4 Small and Medium Size Hotel Profile

SMALL HOTELS					
S/N	Name of hotels	No. of employees	No. of room	Year of establishment	Year of operation
1	Charity	25	18	2008	7
2	Pamoja lodge	25	21	2006	9
3	MC Elly's	20	25	2010	5
MEDIUM SIZE HOTELS					
4	Naura	80	120	2008	7
5	SG resort	60	57	2002	13
6	New safari	60	46	2005	15
7	Snow crest	83	65	2011	4
8	Kibo Palace	60	46	2006	9
9	Arusha Palace	65	97	2013	2

Source: Researcher (2015)

4.4 Services Offered By Small and Medium Size Hotels

In order to meet the demands of their customers, SMSHs offers a number of services. According to interviews with SMSHs managers it was revealed that the following services are offered.

4.4.1 Food and Beverage Service

These are services provided in every small and medium hotel. There are restaurants at the hotel which provides breakfast, lunch and dinner to the guests in accommodation centers. In most of the hotels food prepared is continental food including; - pizza, doughnut, eggs, both boiled and fried and grilled meat. There are also different continental cuisines to cater for different parts of the world.

4.4.2 Business Centre Facilities

Some of small and medium sized hotels provide various business facilities to the clients such as duty shops, curio shops which have commodities ranging from handicrafts, traditional clothes from the Maasai and Mbulu tribes, batiks, souvenirs, cards, and also, a florist shop is available, for those clients who want to buy gifts. There are also internet facilities in business centers for those clients who want it as well as bureau de change to customer needs.

4.4.3 Transfer Facilities and Day Trip Tour

Most of small and medium size hotels have either shuttle which is going direct to pick guest from the air ports or they organize special company to do it, so as to ensure that guests do not get into trouble to find this services; this help to meet their demand easily. Apart from that small and medium size hotels organize day trip, walking safaris, downtown tour for the clients when they request for the service.

4.4.4 Meeting and Conference Facilities

Small and medium size hotels offer conference and meeting facilities as they have special halls within the hotels which are used for meeting; this help to cater for the needs of different customers and meet the level of services required. Small and medium size hotels organize conference, after conference guests may get food and beverage services, accommodation facilities and other facilities requested by guests, things which lead to meet the level of services needed.

4.4.5 Entertainment and Recreation

In small and medium size hotels entertainments and recreational facilities are provided, these include swimming pools, gym and photo session and others which

intend to recreate and entertain guests so as to make them comfortable, hence meet high level of services needed by guests.

Table 4.5 Services Offered By Small and Medium Size Hotels

SMALL HOTELS							
S/N	Name of hotel	Types of services offered					
1		AC	FB	BF	TF&DT	M&CF	E&R
2	Charity Hotel	✓	✓			✓	✓
3	Pamoja Lodge	✓	✓		✓	✓	✓
4	MC Elly's	✓	✓			✓	✓
MEDIUM SIZE HOTELS							
5	Naura Hotel	✓	✓	✓	✓	✓	✓
6	SG Resort	✓	✓	✓	✓	✓	✓
7	Snow Crest	✓	✓	✓	✓	✓	✓
8	Kibo Palace	✓	✓	✓	✓	✓	✓
9	Arusha Palace	✓	✓	✓	✓	✓	✓

Source: Researcher (2015)

KEY: AC-Accommodations, FB-Food and Beverage, BF- Business Facilities, TF & DT – Transfer Facilities, M & CF- Meetings and Conference, E & R- Entertainment and Recreation Facilities.

4.5 Ways Used By Small and Medium Size Hotels to Assess Level of Services Offered

Managers of small and medium size hotels mentioned various ways which are used to assess level of service offered. These are:

Guest feedback: Small and medium size hotels provide questionnaire to the clients who consume services which are offered in these hotels, this help the management to assess if they meet the level of services need by their clients or not, also these

feedback was obtained from trip advisor whereby visitors who posted their comments about the services which they get from these hotels.

By daily assessment and supervision done by managers: Small and medium size Hotel managers of different department do follow up in their department everyday so as to ensure that the level of services which the hotel wants to provide to their customers is attained.

Through checking daily report: Daily reports help the hotel managers to understand where are the faults in delivering quality services needed by customer, also daily report help hotel management to do checklist of equipments.

4.6 Challenges Faced Small and Medium Size Hotels

Through interview with SMSH owners/ manager, they have identified a number of challenges facing their sector. Such challenges include increasing new hotels which have led to stiff competition for customers. Also government policies and regulations are not supportive enough especially the issue of taxation. High operating cost, unqualified staff, poor management and promotion strategies as well as communication system were identified as challenges.

Unqualified staff: the findings show that unqualified staff is a challenging facing small and medium size hotels in delivering quality services, this led small and medium size hotels to fail to attain the level of services required to cater for the needs of their clients.

High operating cost: small and medium size hotels face the challenge in operating costing, this is due to shortage electricity and shortage of water this led small and medium size hotels to bore wells and use generators to produce power which is costly.

Poor management: Owners and management do not have knowledge on how to operate and run hotel industry; they are illiterate on hospitality industry. This cause owners and management to hire expertise from foreign countries, such cooks from China, Italy and India and hotel managers from Kenya and Uganda.

Communication system: Flow of information from one department to another and from management to employees is a challenging facing small and medium size hotel. This is a challenge in delivering level of services needed because the whole system in the hotel stalked due to poor communication system.

Government policy and multi-tax: the government charges many taxes to the owner and small and medium size hotels, such of these tax are provision tax, sales tax, banners, health and safety in working and COSTA to mention but a few.

CHAPTER FIVE

5.0 CONCLUSION AND RECOMMENDATION

5.1 Introduction

This is a concluding chapter. It gives the summary of the findings. It also provides the conclusion of the study coming out from the findings of the study depicted from chapter four. The chapter also provides the recommendations and proposes areas for further research.

5.2 Summary of the Research Findings

The summary of the research findings has been presented based on the objectives of the research. The aim of the study was to assess the level of services offered in small and medium size hotels. The specific objectives of the study were:

- i. To identify services provided in small and medium size hotels.
- ii. To examine the standards of services provided in small and medium size hotels towards customer satisfaction.
- iii. To identify challenges facing small and medium size hotels in provision of quality services.

The study established that small and medium sized hotels provide a number of services to satisfy the needs of their customers. Such services include; accommodations, food and beverage, transfer facilities and day trip tour, meetings and conference facility, curio shops, entertainment and recreation services. The standards of services offered in small and medium size hotels is assessed through, guest feedback, daily assessment and supervision done by managers and checking daily reports.

During the survey, it was revealed that the sector is facing challenges such as high operating cost, poor management, stiff competition, government policy and multi-tax and unqualified staff. The chapter presents the conclusions and recommendations. The conclusions and recommendations are based on the objectives of the study and have been carefully analyzed to guide policy makers, small and medium size hotels owner, managers and stakeholders in the tourism industry in Tanzania on how to provide quality services in small and medium size hotels to meet the required level of services.

5.3 Conclusion

The small and medium size hotels are facing customer services immediate changes, in order to provide high level of services required to meet the needs and demands of the customers. It requires hotel to constantly listen, understand, evaluate and find immediate solutions to meet customer's expectations and beyond. From the literature review and studying findings, all indications point out that high level of service has positive effects on customer satisfaction, customer loyalty, meeting hotels budget, increase budget, increase revenue and cover volume. Findings concluded that on the job-training, employee professional qualification, employee motivation, improvement of technology and proper communication at all levels, are the factors which contribute to higher level of service required to meet customers satisfaction in researched hotels in Arusha municipality.

5.4 Recommendations

5.4.1 Recommendation for Policy

The perceptions on the level of service delivered differ significantly between small and medium size hotel managers and guests. This variation between hotel managers

and guests perceptions emanated from the managers' failure to adhere to level of service promised to be deliver to their guests through various source of information. Therefore the formation of Quality Assurance for Accommodation and Catering establishment in Tanzania is necessary. This will ensure the adherence in rating "Stars Standards" and will be used as the yardstick to measure the hotel performance.

The factors which contributed to provision of level of quality services, in relation to employees' competency did not match the level expected by the guest. Employees found to have low skills and this could be the result of curriculum used in hotel schools which was not focusing on building up prospective skills. Thus the study recommends that the hotel schools' curriculum should put effort on ensuring that skills required to work in the hotel industry are well addressed. The study also recommends the regulatory boards to do regular inspection in colleges and schools which provide hotel training .Government also should set entry qualification needed for small and medium size hotel employees' from low to high level.

5.4.2 Recommendation for Practice

Management practices play important role in ensuring the high level of service required by customer is delivered. The hotel managers and staff should ensure effective implementation of these practices.

Variance in perceptions between hotel managers and guests emerge from the fact that managers did not put much effort in customer requirement when designing the level of service to be offered. Thus these studies recommend that the guests' requirement should be given the first priority before designing the level of service.

5.4.3 Suggestions for Further Research

The observed challenges in delivering services required by guests in this study provide evidence that empirical research should be conducted to ascertain the reasons for the low quality services in small and medium size hotels. A study should be undertaken in other areas which receive tourists such as Zanzibar and Dar-es-Salaam in same class of hotels which offer the same services and the findings to be compared with the finding of this study. The study provided evidence what can be done in small and medium size hotels to improve the level of service offered to the guests.

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Dear respondent

SIZE HOTELS IN TANZANIA: THE CASE OF ARUSHA CITY:

All the information is for research only and will be treated in confidential. I will appreciate it so much if you can spare some time to answer all the questions provided.

Kindly answer all questions as complete as possible

Thanking you in advance

1. Sex Female ☐ Male ☐

2. Name of the hotel

3. Where are you coming from? _____

4. Age 15-24 ☐

25-34

--

34-44 45-54 55-64 ☐

65+

5. While in hotel where were you attended properly?

Receptionist Yes ☐ No ☐

Waiter/ waitress Yes ☐ No ☐

Porter Yes ☐ No ☐

6. Was the staff helpful?

Very helpful ☐ Helpful ☐ Indifferent ☐

7. How could you rate the services provided in hotels?

The best ☐ Good ☐

Fair ☐ or ☐

8. Please comment the list of elements that you that you might have experienced while staying with the hotel. For each of the hotel service element, please tick how you rate the service

Hotel service elements	Visitors ranking of the element		
	Excellent	Good	Poor
Clean and tidy hotel (reception area, restaurant, public area, room)			
Information is accessible.			
Information is clear and accurate.			
Food and beverage services			
Restaurants' Menu			
Staff attitude			
Additional activities offered by the hotel (sports facilities, entertainment etc.)			
Additional activities offered in the local area (possibilities for excursions, security etc.)			
The price of B&B/half board/full board in this hotel is reasonable			
Overall, staying at this hotel has been very valuable to me.			

9. Were you satisfied with services and facilities that provided for you?

Yes ☐ ☐

Please give reasons for your answer

.....

.....

.....

10. What are the areas that you recommend the hotel to improve with regard to service provision to their customers?

.....

.....

.....

THANK YOU FOR YOUR COOPERATION

Appendix II:

Questionnaire for hotel employees

Dear respondent

The aim of this questionnaire is to determine the level of services offered in small and medium. **THE LEVEL OF SERVICES OFFERED IN SMALL AND**

MEDIUM SIZE HOTELS IN TANZANIA: THE CASE OF ARUSHA CITY:

The information is required for a research leading to the award of Masters Degree of Tourism Management and Planning of the Open University of Tanzania.

All the information is for research only and will be treated in confidential. I will appreciate it so much if you can spare some time to answer all the questions provided. Kindly answer all questions as complete as possible

Thanking you in advance

1. Age	15-24	<input type="checkbox"/>
	25-34	<input type="checkbox"/>
	34-44	<input type="checkbox"/>
	45+	<input type="checkbox"/>

2. Sex

Female ☐ Male ☐

3. What is your educational level?

Primary Education	<input type="checkbox"/>	Secondary Education	<input type="checkbox"/>
College Education	<input type="checkbox"/>	University Education	<input type="checkbox"/>

4. How long have you worked in this hotel?

Less than one year	<input type="checkbox"/>	1-3years	<input type="checkbox"/>
--------------------	--------------------------	----------	--------------------------

4-6years ☐ 7 and above ☐

5. What is your job title?

Receptionist ☐ Waiter/waitress ☐ House keeper ☐ Cook ☐

Security ☐ Others? Please specify _____

6. Are you trained on the job?

Yes ☐ No ☐

If yes how often do you get the training please specify

If no suggest

.....

7. Do you have job security?

Yes ☐ No ☐

8 (a) Do you have channel to raise your problems to management?

Yes ☐ No ☐

(b) If yes please comment on how adequate it is

.....

(c) if no suggest

.....

.....

.....

9. Are you motivated at your work place?

Not motivated

☐

Motivated

☐

Please comment

.....

.....

10. Are you satisfied with the facilities that you use at work?

Yes

☐
☐

Please give reasons for your answer

.....

.....

.....

11. Do you think services offered to the clients are satisfying them?

Yes

☐

No

☐

If yes, do you think there is any need of additional facilities/ services?

Specify

.....

.....

.....

If no, suggest ways of improving it

.....

.....

12. What are challenges do you face in delivering quality services to the clients?

.....

.....

.....

13. What would you recommend to the hotel management to improve hotel
service delivery to customers?

.....

.....

.....

THANK YOU FOR YOUR COOPERATION

Appendix III:

Semi-structured face to face interview with hotel manager

Dear respondent

The aim of this questionnaire is to determine the level of services offered in small and medium **THE LEVEL OF SERVICES OFFERED IN SMALL AND MEDIUM**

SIZE HOTELS IN TANZANIA: THE CASE OF ARUSHA CITY:

The information is required for a research leading to the award of Masters Degree of Tourism Management and Planning of the Open University of Tanzania.

All the information is for research only and will be treated in confidential. I will appreciate it so much if you can spare some time to answer all the questions provided.

Kindly answer all questions as complete as possible

Thanking you in advance

1. What kind of services do you offer in your hotel?
2. Who are your customers?
3. What criteria do you use to measure standard of services offered in the hotel?
4. How the management ensure that the level of services offered in the small and medium size hotels satisfying the customers?
5. What are challenges facing the small and medium size hotels in delivering quality services to the guests?
6. How do you overcome the challenges facing hotel staff in delivering of quality services?
7. Finally is there anything else that we have not touched regarding that you would like to share with me?

THANK YOU FOR YOUR COOPERATION

Appendix IV:**Focus group discussion with hotel staff and visitors**

Dear respondents

The aim of this discussion is to determine the level of services offered in small and medium. **THE LEVEL OF SERVICES OFFERED IN SMALL AND MEDIUM**

SIZE HOTELS IN TANZANIA: THE CASE OF ARUSHA CITY:

The information is required for a research leading to the award of Masters Degree of Tourism Management and Planning of the Open University of Tanzania.

All the information is for research only and will be treated in confidential. I will appreciate it so much if you can spare some time to answer all the questions provided.

Kindly answer all questions as complete as possible

Thanking you in advance

1. What kind of services do you offer in your hotel?
2. Who are your customers?
3. What criteria do you use to measure standard of services offered in the hotel?
4. How the management ensure that the level of services offered in the small and medium size hotels satisfying the customers?
5. What are challenges facing the small and medium size hotels in delivering quality services to the guests?
6. How do you overcome the challenges facing hotel staff in delivering of quality services?
7. Finally is there anything else that we have not touched regarding that you would like to share with me?

THANK YOU FOR YOUR COOPERATION

Appendix V:**Observation checklist**

List below are observable types of services, facilities and equipment used to provide the services facilities, and how the services are provided .The observer should check the appropriate blank YES, NO, and NIL. All observable of services, facilities, equipments and how the services are provided are not observable in one small or medium size hotels.

No	Services/Facilities/ Equipments	YES	NO	NIL
1	Hotel website			
2	Recreation and recreation facilities			
3	Internet Facilities			
4	Business facilities			
5	Food and beverage facilities			
6	Accommodations facilities			
7	Quickly respond of front office desk operation			
8	Waiter respondent to the guest			